

FOR DISCUSSION 24 Apr on Report on Role of the Director of Personnel

1. Status of regulation on recruitment

On pg 3 of our paper, para. b(3): A regulation on the subject of recruitment and screening of personnel is needed and is in the process of being drafted. This regulation will propose that hiring be based on anticipated needs of the Career Services rather than on position vacancies in operating components and will establish adequate mechanisms for the evaluation and screening of incoming personnel.

A draft regulation (copy attached to original) was considered at an OP regulations meeting in August. For reasons not recorded, we decided at the time not to submit the regulation for Agency coordination. Mr. Stewart suggested that it be published [] and the draft regulation was referred to [] that purpose. [] says that they were reluctant to process [] on the theory that whatever reservations applied to our proposing it for an Agency regulation would seem to apply to its publication as [] he has not taken positive action on it.

2. Right of career service to return unsatisfactory employees

On pg 3 of our paper, para. c(1): The Office of Personnel should assign all new employees, with the exception of Junior Officer Trainees, to the appropriate Career Service. The suggestion made by the Inspector General that a Career Service be authorized to return unsatisfactory employees at the conclusion of three months has great merit and will be the subject of our immediate attention. Certainly, such procedure will ensure better assignments for some and an early separation for others.

Mr. [] will report on this. He mentioned that some clericals are returned to IAS and that there are three professionals there---the latter in connection with [] program, however.

3. Procedures to be followed by employee desiring reassignment

On pg 4 of our paper, para. 2(a), indicating the direction of our thinking with regard to the problem of reassignment: Drafting of an Agency regulation which sets forth the procedures to be followed by an individual desiring reassignment.

Regulation [] Reassignment upon Request of Employee, was published with a date of 26 April 1957. (Copy attached to original.)

4. Hall walking

On page 4 of our paper, para. 2(b), indicating the direction of our thinking with regard to the problem of reassignment: Establishing a special assignment committee, with Career Council approval.

Mr. Stewart indicated he would work with Mr. [] on this item. [] advised.)

5. File shopping and control of files

On pg 4 of our paper, para. 2(c), indicating the direction of our thinking with regard to the problem of reassignment: Proposing to the Deputy Director (Plans) that procedures be worked out which will provide for the immediate assignment of personnel returning from the field and thus bring an end to "hall-walking". Also, para. (3), In addition to these measures, it is the intent of the Director of Personnel to work with the Deputy Directors and the heads of the Career Services in an effort to eliminate the malpractices associated with "shopping".

Mr. [] will report on file shopping.

Re the effectiveness of the file control procedure then being installed: Mr. [] asked Mr. [] to report on this. After discussion with [] reported that the procedure had not seemed to improve matters much with respect to locating folders on loan or getting them returned quickly. Initial charge-out cards are signed by authorized persons; the follow-up cards noting transfer of the files are not generally used. The file room has been unable to police the 10-day limit on loan of files; the volume is too great. There are now about 3,000 files out on loan from the file room; about 500 of them have been out more than six weeks. The control procedure has imposed additional workload on the file room but does not seem to have paid off.

6. Competitive promotion - OK

7. Selection out - paper issued

8. Pay administration

On pg 4 & 5, para. c(1): The Director of Personnel should be responsible for the administration of the Agency compensation program---specifically, the development and application of pay plans, wage schedules, and job evaluation procedures. He should work with the heads of Career Services and operating officials so as to be aware of problems in compensating personnel faced by these officials and to establish understanding and agreement of the facts which influence and determine pay levels. He must necessarily keep in close touch with external pay levels and salary administration practices, governmental and industrial; make internal adjustments as appropriate and allowable under Agency compensation policies, and submit to the Career Council changes of a policy nature.

CSEA as basis.